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23 February 1956

TO: Chairman, CIA Career Council

SUBJECT: Selection for Defense Colleges

Recommendations for the approval of the CIA Career Council are contained in paragraph 6 page 3.

1. PROBLEM:

To devise an orderly system for the selection of candidates to attend the senior Defense Colleges and the Harvard School of Business Administration.

2. ASSUMPTIONS:

- a. Attendance at senior staff training schools broadens the individual's perspective, uncovers and develops his potential, and makes him an executive of greater value to the Agency. It also gives him personal contacts which he would not otherwise have. These contacts can be advantageous to the Agency in the future.
- b. Individuals who attend senior staff training schools are considered to be the personal representatives of the Director of Central Intelligence and are in a position to act as "ambassadors of good will" on behalf of the Agency. In Defense College circles the Agency is judged in part by their competence, potential, and behavior.

3. FACTS:

- a. All of the Defense Colleges, for all practical purposes, allot to CIA a quota for candidates. In some, however, the quota is believed to be flexible and vigorous representations by CIA would probably serve to enlarge the quota, provided suitable candidates were available. The quotas at present are as follows:

National War College	2
Industrial College of the Armed Forces	1
Naval War College	1
Air War College	1
Army War College	2
Armed Forces Staff College	1 (2 per annum)
Harvard School of Business Administration	1

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- b. At present candidates are selected in the following manner, in accordance with [REDACTED] 24 October 1955:

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- (1) All staff employees and staff agents who are eligible and conform to certain broad criteria are invited to make application;
- (2) Their applications are forwarded to the Director of Training, with or without the recommendation of the Head of their Operating Component and/or Career Service;
- (3) The Defense Colleges Selection Panel screens the applicants, conducts such interviews as are deemed necessary and makes recommendations to the CIA Career Council;
- (4) The Council reviews the recommendations and forwards a list of candidates and alternates to the DCI for his approval; and
- (5) The DCI selects the candidates and personally nominates them to the Commandant of the Defense College concerned.

- c. In the Armed Forces and in civilian agencies of the Government (with respect to the National War College in particular) selection is made by a Board appointed for the purpose which screens and reviews eligible candidates who have been nominated by the chain of command. In some services applications by individuals are prohibited; in some they are tolerated; in all they are discouraged.

4. DISCUSSION:

- a. Many extremely good men have been sent to Defense Colleges in the past although on some occasions there has been a dearth of suitable applicants. This is undoubtedly due to the reluctance of some senior supervisors to encourage qualified persons to apply, to the lack of sufficient advance planning and lead time on the part of potential applicants and supervisors, to the fact that five of the seven schools concerned are located outside of Washington and to a lack of sufficient individual career planning on the part of the Career Services.
- b. In order that final selection may be on a more competitive basis it is necessary that a larger number of nominations be available to the Defense Colleges Selection Panel. At the same time it is recognized that preliminary screening can best be done by the Career Services themselves, who are responsible for career planning for their personnel.

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- c. As much lead time as possible, a full year at least, is desirable in order that individuals may make plans for themselves and their families and that supervisors may make plans for replacements. It is also desirable that alternates be selected in case the principal is unavailable at the last minute or to provide for additional candidates in the event additional slots become available. Alternates nominated in one year could be considered as "front-running contenders" the following year, if they are still available.

5. CONCLUSIONS:

The Panel concludes that the following procedure should replace that in force at present:

- a. The Deputy Directors (Intelligence), (Plans), and (Support) each will nominate to the CIA Career Council, at least one year in advance, candidates for each College equivalent in number to ~~four~~ ^{two} times the number of slots available.
- b. The nominees will be drawn from those recommended by the several Career Services under the jurisdiction of the three Deputies. The Career Services will have reviewed all eligible persons for whom they are responsible and also will have considered the names of any persons who may have applied. Applications may be accepted by the Career Services but will not be accepted by the Defense Colleges Selection Panel.
- c. The Defense Colleges Selection Panel will screen the nominations and recommend to the Council candidates and alternates for the current sessions of the Colleges and projections for future sessions where possible.
- d. The Council will recommend to the Director candidates and alternates for the current sessions. The Director will make the final determination.

6. RECOMMENDATIONS:

It is recommended:

- a. That the procedure in paragraph 5 be adopted.
- b. That the Defense Colleges Selection Panel prepare the necessary issuances to put this procedure into effect and that they be published after limited coordination.

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Acting Director of Training
Alternate for DTR, Chairman, Defense Colleges
Selection Panel

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[REDACTED]

Deputy Director of Personnel
for Planning and Development
Alternate for D/Pers, Member

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[REDACTED]

Chief, Planning and Program Coordination Staff
Representative of the DD/P, Member

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[REDACTED]

Assistant to DD/I (Administration)
Representative of the DD/I, Member

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